

Naval War College Review

Volume 29
Number 3 *Summer*

Article 15

1976

Management: Task, Resonsibilities, Practices

B.J. Fagan

Follow this and additional works at: <https://digital-commons.usnwc.edu/nwc-review>

Recommended Citation

Fagan, B.J. (1976) "Management: Task, Resonsibilities, Practices," *Naval War College Review*: Vol. 29 : No. 3 , Article 15.
Available at: <https://digital-commons.usnwc.edu/nwc-review/vol29/iss3/15>

This Book Review is brought to you for free and open access by the Journals at U.S. Naval War College Digital Commons. It has been accepted for inclusion in Naval War College Review by an authorized editor of U.S. Naval War College Digital Commons. For more information, please contact repository.inquiries@usnwc.edu.

120 NAVAL WAR COLLEGE REVIEW

are well presented and excellent graphics portray the fundamentals of acoustic propagation.

Chapters 21 through 25 provide a fine overview of shipboard missile technology. A brief historic development leads into a description of the Talos, Terrier, Tartar, and Standard missiles in the context of area and point defense employments. The Basic Point Defense Missile System (BPDMS) and Harpoon programs are treated, and the chapter concludes with an excellent section on launchers. A concise and well illustrated overview of missile guidance systems provides a useful introduction to this highly technical area, and an excellent chapter on the integration of missiles, weapons direction systems, and the Navy Tactical Data System (NTDS) effectively draws together the earlier chapters on individual components. Lieutenant Commander Corse wisely emphasizes the importance of digital processing techniques and the need for compatibility of future shipboard sensors with weapons and command, control, and communications functions.

The sonar chapters do not include the detail of earlier sections and emphasize basic technology. The SQS-26 and the newer passive systems, including towed arrays and acoustic analysis, could be more fully developed.

The chapters on antisubmarine weapons and fire control systems encompass most modern developments with sections on the MK-46 and MK-48 torpedoes, the Light Airborne Multi-purpose System (LAMPS helo), and the ASROC Underwater Battery Fire Control System.

In summary, *Introduction to Shipboard Weapons* is a valuable addition to the instructional literature of the naval profession. The photographs and diagrams are outstanding and, with few exceptions, well chosen. Photographs of a crewmember supporting a 5-inch projectile by the nose fuze and of an unprotected bridge team firing a

"combat" mission off Vietnam are unfortunate selections for a teaching text. A short glossary of weapons terms is followed by an excellent bibliography and comprehensive index.

Lieutenant Commander Corse points out that his book is the first unofficial textbook on U.S. Navy weapons to appear since 1937. His efforts will certainly contribute to a better understanding of this complex subject, and one hopes that another 38-year hiatus will not transpire before a new edition appears.

PAUL TOBIN

Lieutenant Commander, U.S. Navy

Drucker, Peter F. *Management: Tasks, Responsibilities, Practices*. New York: Harper and Row, 1974. 811pp.

If you believe management involves more than the inventory control of rifle stocks, you may be ready for this book. If you believe this country's social, political, and economic systems are worth managing and fighting for, you will appreciate this treatment of management and its alternative: tyranny. If you aspire to high rank and its attendant leadership/management positions, you will better understand the unique tasks, responsibilities, and practices expected, rather required, in such positions. Professor Peter F. Drucker, long a noted author in the management discipline and the acknowledged dean of managerial philosophy, has provided a signal work on the subject which contains profound insight and advice.

Management, according to the author, is dominant within each institution comprising our pluralistic society. It is not limited in any way simply to the caring of business. Some comments of note to the military mind, for example: "Management, that is, the organ of leadership, direction and decision in our social institutions, . . . is a *generic function* [author's emphasis] which faces the same basic tasks in every

PROFESSIONAL READING 121

country and, essentially, in every society." Management gives direction; it thinks through the institution's mission, it sets its objectives, it organizes its resources.

"It has to lead . . .".

Management must also

"perform the mission . . ."

and be responsible for the impacts of the accomplishment of that mission.

Further, government agencies also need management. "They all have people who are designated to exercise the management job, even though they may not be called managers, but administrators, commanders, directors, executives, or some such title. These public-service institutions . . . are the real growth sector of a modern society." As Drucker sees it, public-service institutions face, with business, the challenge of innovation and have to manage growth, diversity, and complexity. He means DOD, and the Navy and Marine Corps, among others.

Regarding Drucker's view of officers and their unique condition relative to the time dimension and the futurity of decisionmaking, he states:

A military leader, too, knows both times. But traditionally he rarely had to live in both at the same time. During peace he knew no "present"; the present was only a preparation for the future war. During war he knew only the most short-lived "future"; he was concerned with winning the war at hand. Everything else he left to the politicians. That this is no longer true in an era of cold wars, near wars, and police actions may be the single most important reason for the crisis of military leadership and morale that afflicts armed services today. Neither preparation for the future nor winning the war at hand will do any longer; and as a result, the military man has lost his bearings.

His considerations regarding public-

institution management are many and profound; he discusses the often related excuses for poor management in such institutions and prescribes solutions: definition of purpose, objectives and goals, priorities, measurements of performance, feedback and self-control from results, and an organized audit of objectives and results. Discussion ranges from clarification of profit motive to recruiting, to management by objectives. He accepts as a basic premise that every governmental agency be conceived as impermanent, that it be subjected to performance tests, and that it focus primarily on effectiveness vs. efficiency.

Other areas of concern for the military officer include our changing political-economic systems: multinational (transnational) corporations, a world market, national sovereignty, need for leadership; our changing socio-economic system: profit motive, work and the knowledge worker, reward and punishment, achievement, and management by objectives (MBO).

This is an excellent book; it is theoretical, yet tied to reality by Drucker's past and present examples. It has wide application to both private sector and public sector with many explicit references to DOD, the armed services, and individual military leadership. For the professional officer, it could become a bible of managerial philosophy, to serve for many years as a reservoir of thought. Drucker's comments are valid regarding officers as managers/leaders, regarding business management as the leadership group of the future (vice church, political, or strictly military leadership groups), and regarding the idea that services must examine mission before examining size, locations, structure, and/or technology. Drucker points out, correctly, that the worker of today and tomorrow is different—he performs difficult jobs, marches to different drums, and responds to different stimuli (or differently to normal stimuli) regarding his work, his pay, his benefits, and his

122 NAVAL WAR COLLEGE REVIEW

career opportunities. *Management* is recommended to any officer seeking a contemporary basis for management thought, to any officer schooled or curious in private enterprise management or curious about military application. It is not recommended to any officer looking for an easy book in management and business affairs. It is not a casual treatment of the subject. Rather it is a profound work, 61 chapters of carefully conceived and delivered statements regarding the state of this art. No graphs, no formulas, no quick answers to success. Drucker is verbose, seemingly redundant at times, with good result; he wants the reader to realize fully the significance of his statement and often it bears repeating. The majority of his text deals with American-based business organizations, as they serve as the most visible examples of good and bad management activities. This is not a shortcoming, but a strength. As mentioned earlier, if we are willing to fight for something, it might help to know what it is we are fighting for.

B.J. FAGAN
Major, U.S. Marine Corps
U.S. Naval Academy

Affairs" to "Museums as Historical Resources." The contributors are highly qualified, competent, and respected historians, such as Russell Weigley, B. Franklin Cooling III, and Dean Allard.

The ground rules given to each contributor were for 20 pages of double-spaced text pages followed by 300 entries. After first surveying the general literature, the contributors were asked to "proceed logically to cover policy, strategy, tactics, planning, logistics and operations as practicable." Following these guidelines, the 19 contributors produced informative and succinct essays on substantive historical topics, as well as comprehensive bibliographies, frequently exceeding 300 entries. The result is a useful reference as well as an impressive summary of U.S. military history.

Unfortunately, the major flaw in this otherwise splendid volume is an excessive number of irritating typographical errors. For some unknown reason, the editor did not list this journal in his introduction with 128 other journals as a source of military history. However, this journal is included in the bibliography on "The Navy 1941-1973." A supplement will be forthcoming in 1978.

B.M. SIMPSON III
Lieutenant Commander, U.S. Navy

Higham, Robin, ed. *A Guide to the Sources of United States Military History*. Hamden, Conn.: Archon Books, 1975. 599pp.

At first blush a bibliographic essay appears to be something that would interest only researchers with specific questions in mind. However, this extraordinary compendium will appeal to a rather broad spectrum of students of U.S. military history, because it points out quite clearly those areas and topics that have received study, as well as those areas that so far have been neglected.

The editor wisely divided his subject into 19 chapters, ranging from "European Background of American Military

Kahan, Jerome H. *Security in the Nuclear Age: Developing U.S. Strategic Arms Policy*. Washington, D.C.: Brookings Institution, 1975. 349pp.

Quanbeck, Alton H. and Wood, Archie L. *Modernizing the Strategic Bomber Force: Why and How*. Washington, D.C.: Brookings Institution, 1976. 116pp.

These two recent publications from the Brookings Institution are in no sense two peas from the same pod: the first is as careful, impressive, comprehensive, and balanced a treatment as has yet to appear on the question of forging a